City of Hampton
Balanced Scorecard Decision Criteria
For
Candidate Information Technology Projects

Instructions: Complete this form for all Level I. and II[i] projects and projects that require funding from IT or the Budget Department. When the form is completed please send to the IT Director for review and scheduling for the IT Governance Board meeting.

Date:
Project Name:
Proponent Department:
Project Description:
Project Level (I-IV)[ii]:
Funding Source(s) Requested:
One Time Material Costs:
Ongoing Maintenance Costs:
Number of Hours of IT Resources needed during project:
Number of Hours of IT Resourced needed after implementation:
FY Start:
FY End:
Replacement of existing system at or near end of life or needing an upgrade: Y/N
Refresh, upgrade or replacement of existing system, hardware or software: Y/N

Score Key
G=Green – meets or exceeds all of the perspective question or condition
Y=Yellow – meets or exceeds some of the perspective question or condition
R= Red – meets or exceed few or none of the perspective question or condition

Perspective	Score	Comments/Justification
Stakeholder		
1. To what degree does the project result in tangible and intangible benefits for stakeholders?	G=significant tangible and intangible benefits and justification Y=some tangible and intangible benefits but no justification	

	R=no benefits identified	
2. To what degree does the project target stakeholders that have been chronically underserved by information technology?	G=underserved stakeholders identified and justified Y= stakeholders adequately served at the present R=stakeholders are adequately served with existing assets now over the project's life.	
3. To what degree does the project increase public protection, health, education, environment, safety or increase revenue?	G=does increase and justification provided Y=does not increase or has no justification R=decreases	
4. To what degree does the project anticipate improvements to internal and external customer service deliver or customer delight	G=anticipated improvements identified Y=maintains current internal/external service delivery R=decreases internal/external service delivery	
5. To what degree does the project increase citizen access to government services	G=increase access Y=does not increase access R=decreases access	
Business Process		
6. To what degree does the project result in information sharing between organizational units?	G=results in information sharing Y=does not result in information sharing R=decreases information sharing	
7. To what degree does the project anticipate greater flexibility in department responses to stakeholder requests, reduction or elimination of paperwork or manual tasks?	G=anticipates greater flexibility Y=does not anticipate greater flexibility R=decreases flexibility	
8. To what degree does the proposed project synchronize with the mission needs of the department's critical issues and core business activities?	G=highly synchronized (directly support department's core business & mission) Y=minimally synchronized (indirectly supports department's core business & mission) R=not synchronized	

9. To what degree does the project support legal or regulatory requirements?	G=does support N/A=not applicable	
10. To what degree does the project anticipate improved use of resources, improved turnaround time or expanded capacity of key processes?	G=anticipated improvement identified Y=does not anticipate improvement R=degrades use of resources, turnaround time or capacity of key processes	
11. To what degree does the project serve multiple departments or locations through functional and process integration and improved data, infrastructure and system sharing?	G=serves multiple departments Y=project has no potential to serve multiple departments R=potential to serve multiple departments but resource sharing is not defined in the scope of the project	
Project Management		
12. To what degree does the proponent department possess demonstrated readiness and capacity to succeed with information technology investments of this magnitude and scope?	G=does possess demonstrated readiness and capacity through resource assignments Y=readiness indicated but no capacity through resources assigned R=readiness and capacity not demonstrated or indicated	
13. To what degree does the proposed investment have executive level sponsorship, including the appropriate department head(s)?	G=has sponsorship R=does not have sponsorship	
Financial & Economic		
14. To what degree does the project lead to increased economic development or increased revenue to the city?	G=increased revenue or economic development identified and demonstrated Y=increased economic development or revenue identified but no justification or does not lead to increased revenue of economic development R=decreases revenue or decreases economic	

	development opportunities	
15. To what degree does the project leverage federal, state or private sector funding?	G=federal, state or private money is greater than or equal to 80% of the project cost Y=federal, state or private money is less than 80% or none is provided	

Overall Score
- **Green – the majority of the responses are listed as green and a sound business case is presented in the description. No major obstacles have been identified that would prevent the successful completion of the project**
- **Yellow – the majority of the responses are yellow or a major obstacle that would prevent project success has been identified and is being addressed**
- **Red – the majority of the responses are red or major obstacles that would prevent project success have been identified and cannot be overcome at this point**

IT recommendation and comments

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[i]

[ii] **Level I (Major)**
Level I Projects are the largest projects

Criteria
A project will be classified as Level I if *any* of the following criteria are met:
- Greater than 9 months in duration
- Requires more than 1000 hours of effort
- Cost of materials (not internal labor) is greater than $100,000

Level II (Large)

Level II Projects are large in scope and duration, costing over $10,000.

Criteria
A project will be classified as Level I if *any* of the following criteria are met:
- Requires Multiple Resources
- Between 90 days and 9 months in duration
- Requires between 80 -1000 hours of effort
- Impacts multiple departments
- Cost of materials (not internal labor) is between $10,000 and $100,000

Level III (Medium)
Level III Projects are the mid-level projects that will require planning and support, but not to the degree of a Level I project.

Criteria
A project will be classified as Level III if *any* of the following criteria are met:
- Requires no more than two IT Resources
- Between 3 and 90 days in duration
- Requires between 4 and 80 hours of effort
- Impacts no more than two departments
- Cost of materials (not internal labor) is between $1500 and $10,000

Level IV (Small)
Level IV projects are the low-level projects that do not require a significant amount of planning or expense in order to implement.

Criteria
A project will be classified as Level IV if *all* of the following criteria are met:
- Requires only one IT resource
- Less than 3 days in duration
- Requires less than 4 hours of effort
- Impacts a single department or user
- Cost of materials (not internal labor) is less than $1500